



County of Los Angeles  
**CHIEF ADMINISTRATIVE OFFICE**

713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012  
(213) 974-1101  
<http://cao.co.la.ca.us>

DAVID E. JANSSEN  
Chief Administrative Officer

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

April 12, 2005

Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**REQUEST TO APPROVE APPROPRIATION ADJUSTMENT TO FUND  
SHERIFF'S DEPARTMENT MEDICAL SERVICES BUREAU  
(ALL DISTRICTS) (3-VOTES)**

**IT IS THEREFORE RECOMMENDED THAT YOUR BOARD:**

1. Approve the attached appropriation adjustment transferring \$10 million from the Provisional Financing Uses (PFU) budget to fund the Sheriff's Department's Medical Services Bureau in the County Jail for the remainder of 2004-05.
2. Authorize the County's purchasing agent to proceed with solicitation and purchase of fixed asset items in excess of \$250,000.
3. Approve the addition of 141 ordinance and budgeted positions necessary to staff Medical Services Bureau for the remainder of 2004-05 and interim authority to fill such positions under Section 6.06.020(B)(1) of the County Code.

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

On September 28, 2004, your Board approved the Chief Administrative Officer's (CAO) recommendation regarding use of additional Fiscal Year (FY) 2003-04 General Fund balance in the FY 2004-05 County Budget. Additionally, your Board instructed the CAO, in conjunction with the Auditor-Controller, to appropriate \$10 million within the PFU budget for funding associated with medical services at County jail facilities.

Implementation of Strategic Plan Goals

Provision of quality medical services within the jails supports County Strategic Plan Goal Number 1, Service Excellence by ensuring patients receive quality medical care in a timely fashion.

**FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

Sections 1200 and 1208 of Title 15, California Code of Regulations, establish the provision of emergency and basic healthcare services to all inmates in local detention facilities and access to those services. On October 1, 2004, the Los Angeles County jail system earned a State of California, Department of Health Services, Correctional Treatment Center (CTC) License. Health and Safety Code Section 1250(j) and Sections 79501 through 79861 of Title 22, California Code of Regulations, establish the specific requirements for operating a CTC. Funding set aside in PFU will not only allow the Department to improve medical services delivery in County jail facilities, but also maintain their CTC license.

**FISCAL IMPACT/FINANCING**

On September 28, 2004, your Board set aside \$10 million in ongoing funding in the PFU budget for this purpose; therefore, there is no impact to net County cost.

An annual requirement of \$10 million and 141.0 budgeted positions are recommended to improve medical services within the County jails. However, due to delays in hiring the positions in fiscal year 2004-05, approval of this action will authorize the use of \$6.1 million of the \$10 million in funding for onetime services and supplies and fixed assets items. In the event the Department is unable to expend the funds, as requested, we will recommend that funding be carried over to 2005-06.

**IMPACT ON CURRENT SERVICES**

The Department has identified 141.0 positions, costing \$3.4 million through the remainder of FY 2004-05, to begin implementing Nurse Clinics and Outpatient Housing at Men's Central Jail; augment existing Professional Staff Association, Staff Development, and Continuous Quality Improvement programs and improve services system wide; improve Pharmacy Services and their Medical Records Health Information System; and augment staffing at the Inmate Reception Center (Attachment I).

We also recommend the appointment of an experienced civilian medical director to manage the administrative and clinical functions within the Department's Medical Services Bureau. Based on a discussion with the State Board of Corrections, it appears we are the only county without a civilian health care administrator who has the responsibility for managing clinical staff within adult detention facilities. We are also in the process of surveying select counties to review and compare their medical services' structure with the Department's. However, as always, we will work with the Sheriff to determine if the existing Medical Services Bureau structure is sufficient or requires reorganization. We anticipate completion of our review and submission of recommendations by the Final Changes phase of the budget process.

The threat of medical malpractice lawsuits creates a significant, and potentially costly, liability exposure to the County and Department. As such, it is essential to ensure a timely and thorough evaluation of all medical complaints, followed by a quality treatment plan. The Department's CTC licensure and addition of these positions provide us with an opportunity to improve the overall quality of medical care in the Los Angeles County Jail system.

With the addition of these positions, there will be a need for onetime expenses, such as computers, clinic and office renovations, specialized automated systems, and medical equipment. Additionally, there will be ongoing supply requirements for the operation of the requested equipment. Finally, to successfully fill the newly created vacancies will require an aggressive recruiting campaign by the Department. The following highlights \$6.1 million in requested fixed assets, and Services and Supplies needs.

Fixed Assets - \$4 Million

1. Picture Archiving and Communications System (PACS) - \$1.6 Million

Conversion of Radiology Services from film based to PACS, which is digital based, is a logical continuation of the effort to transform the patient care delivery system of our Medical Services Bureau. This effort started with the installation of a basic electronic medical records system (Jail Health Information System or "JHIS") in 1999 and PACS is the next step in this evolutionary process.

PACS offers: (1) picture viewing at diagnostic, reporting, consultation and remote workstations, (2) archiving on magnetic or optical media using short or long-term storage devices, (3) communications using local or wide area computer networks or public communications services, and (4) systems that include modality interfaces and gateways to healthcare facility and Departmental information systems. In essence, PACS will put x-rays at the fingertips of the caregiver anywhere in the Los Angeles County Jail system, within minutes, greatly enhancing the level of care provided to patients.

2. Four Digital X-ray Machines - \$1.6 Million

With the full implementation of JHIS, our Medical Services Bureau now has the capability to update its mini-film x-ray equipment to meet the industry standard. Three mini-film machines in our Inmate Reception Center would be replaced with digital chest x-ray machines and the fourth machine would be installed at Century Regional Detention Facility. The present x-ray equipment is approximately ten years old and uses 100mm mini-film, which is becoming increasingly difficult to acquire. Additionally, the mini-film is subject to jam in the machine or produces poor quality images, resulting in the need for repeat x-rays. With a daily workload of approximately 900 inmates, this can significantly impede the intake process.

There are many benefits to be realized from an investment of this nature. The efficiency of our Radiological Technology staff, who produce the chest screening x-rays, will be maximized. The cost and impracticality of storing hard copies of every x-ray image for the required seven years can be reduced and eventually eliminated. The major expense of simply maintaining the archaic x-ray machines will be reduced. Most importantly, from a clinical perspective, both the quality and accuracy of the x-ray images produced can be greatly enhanced. Digital technology allows the technologist to review the image quality before the patient leaves, thus eliminating the need for repeat x-rays and reducing the technologist's exposure to radiation.

3. AutoMed System - \$420,000

The Los Angeles County Jail system has approximately 17,500 inmates incarcerated daily. Currently, more than 6,000 of these inmates have medical problems requiring daily medications and, on average, they take five medications a day. Additionally, the Department is the largest mental health institution in the nation with more than 2,000 inmates having some type of mental health issue.

The Department's pharmacy services purchases nearly \$1 million worth of drugs each month. AutoMed is a high-speed, high volume automated drug packaging system. Our Medical Services Bureau Pharmacy Services unit currently has three of these machines which can individually package between 40 and 60 bags of patient medication per minute. At optimal productivity, this translates to 10,800 bags per hour, with the three machines, and AutoMed packs the medication by patient's name, facility, housing location and dosage time. Currently, approximately 1,000 inmates receive their medications via AutoMed and the annual savings at this level of delivery is estimated at \$300,000. Further savings, as a result of improved inventory control, recycling of medication, reduction of bulk stock in the clinics, and staff efficiency, can be realized by extending AutoMed packaging to the remaining 5,000 patients.

4. Telemedicine System - \$380,000

Telemedicine is defined as the delivery of healthcare and sharing of medical knowledge from a remote location using telecommunications systems. The term is usually applied to interactive tele-video, "store-and-forward" image and medical record transmission, via personal computers and remote monitoring. Telemedicine can deliver a range of services including education, consultation, diagnosis, treatment support, and information storage to patients throughout the Los Angeles County Jail system.

The benefits received from a telemedicine program would include a reduction in medical costs, by the timely delivery of physician care to inmate patients at outlying facilities, the reduction of transportation costs for patients and reduction in liability due to delays in care.

Services and Supplies - \$2.1 Million

1. Onetime Employee Costs - \$705,000

This is for the purchase of computers, miscellaneous office supplies and medical equipment for new employees.

2. Miscellaneous Medical Equipment and Office Renovations - \$151,000

This is for the purchase of office furniture, medication carts and basic medical equipment for the replacement of broken and obsolete items. Additionally, these funds would be used to renovate office space in order to accommodate new employees.

3. Supplies for PACS, X-rays, AutoMed and Telemedicine Systems - \$641,000

The acquisition of the aforementioned fixed assets would create an ongoing need for supplies to operate and maintain the equipment.

4. Renovation of Ten Nurse Clinics - \$320,000

The Department is considering the refurbishment of existing space at Men's Central Jail, for the Nurse Clinics, to maximize its efficiency. The cost estimate was provided through consultation between our Medical Services Bureau and Facilities Services Bureau staffs.

5. JHIS Computer Workstations - \$33,000

Because JHIS is the Department's electronic medical record system, each health care provider must access it through computer workstations. The ongoing hiring of personnel has created a need for additional workstations.

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6. Recruitment - \$250,000

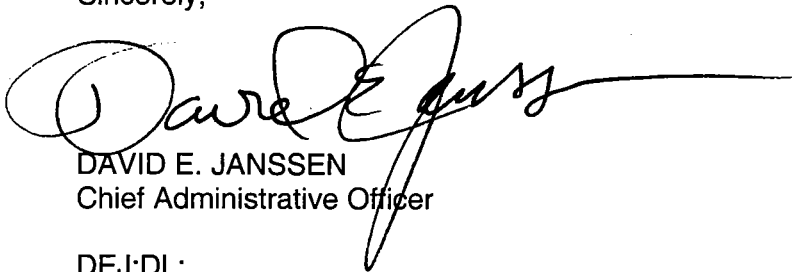
Our research has shown that medical professionals are unaware that the Department has employment opportunities in their field and, as such, we have initiated a massive recruitment campaign. This effort was started as a result of existing vacancies, as well as those anticipated with the addition of 141 personnel. This cost includes fees for job fair space, general advertisement, direct mailing and recruitment material.

**CONCLUSION**

Upon Board approval, please provide an adopted copy of the Board letter to Administrative Services Division, Headquarters.

Should your staff have any questions, or need additional information, please contact Director Glen Dragovich, Financial Programs Bureau, at (323) 526-5232.

Sincerely,

A handwritten signature in black ink, appearing to read "David E. Janssen", with a long horizontal line extending to the right.

DAVID E. JANSSEN  
Chief Administrative Officer

DEJ:DL:  
RG:SW:YR:yf

Attachment

c: Sheriff Leroy D. Baca  
Executive Officer, Board of Supervisors

Request.medical.services.sheriff.bl

PINK

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BOARD OF  
SUPERVISORS  
OFFICIAL COPY

COUNTY OF LOS ANGELES

REQUEST FOR APPROPRIATION ADJUSTMENT

DEPARTMENT OF Chief Administrative Office

DEPT'S.  
No.

060

03/04/05

2005

AUDITOR-CONTROLLER.

THE FOLLOWING APPROPRIATION ADJUSTMENT IS DEEMED NECESSARY BY THIS DEPARTMENT. WILL YOU PLEASE REPORT AS TO ACCOUNTING AND AVAILABLE BALANCES AND FORWARD TO THE CHIEF ADMINISTRATIVE OFFICER FOR HIS RECOMMENDATION OR ACTION.

ADJUSTMENT REQUESTED AND REASONS THEREFOR

FY 2004 - 05  
3 - VOTES

SOURCES

Chief Administrative Office  
Provisional Financing Uses (PFU) - 545  
A01-BS-13752 - 2000  
\$10,000,000

USES

Sheriff Department  
Salaries & Employee Benefits - Custody  
A01-SH-15685-1000  
\$3,400,000  
  
Services & Supplies - Custody  
A01-SH-15685-2000  
\$2,600,000  
  
Fixed Assets - Custody  
A01-SH-15685-5500  
\$4,000,000

JUSTIFICATION

Recommended and approved by the Board of Supervisors for Medical Services.

*Rochelle Goff*

Rochelle Goff, Assistant Division Chief

CHIEF ADMINISTRATIVE OFFICER'S REPORT

REFERRED TO THE CHIEF  
ADMINISTRATIVE OFFICER FOR ---

ACTION

APPROVED AS REQUESTED

AS REVISED

RECOMMENDATION

AUDITOR-CONTROLLER

BY

*John Naimo*  
APRIL 4 2005

APPROVED (AS REVISED):  
BOARD OF SUPERVISORS

20

BY

DEPUTY COUNTY CLERK

NO.

308

SEND 6 COPIES TO THE AUDITOR-CONTROLLER